

**MAHARAJA GANGA SINGH UNIVERSITY, BIKANER**

# **SYLLABUS**

**FACULTY OF COMMERCE**

**M.Com.**

**BUSINESS MANAGEMENT**



**M.Com. Previous Examination - 2021**

**M.Com. Final Examination – 2022**

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## SCHEME OF EXAMINATION

Each theory paper    3 Hrs. duration    100 Marks

Case Study/Dissertation/Thesis/Survey Report/Field Work, If any    100 Marks

1. The number of paper and the maximum marks for each paper practical shall be shown in the syllabus for the subject concerned. It will be necessary for a candidate to pass in the theory part as well as in the practical part (Whenever Prescribed) of a subject/Paper separately.

2. There shall be three (03) Sections in the Question paper.

**Section A** shall consist of ten questions (02 questions from each Unit), of 02 marks each, all compulsory to be answered in around 50 words.

**Section B** shall consist of seven questions (at least 01 question from each Unit) of 08 marks each, to be answered in around 200 words. Any Five questions must be answered out of given seven.

**Section C** shall consist of Four questions (at least 01 question from each Unit) of 20 marks each, to be answered in around 500 words. Any Two questions must be answered out of given four.

3. A candidate for a pass at each of the Previous and the Final Examination shall be required to obtain (i) at least 36% marks in the aggregate of all the paper prescribed for the examination and (ii) at least 36% marks in practical(s) whenever prescribed the examination, provided that if a candidate fails to at least 25% marks in each individual paper work. Wherever prescribed, he shall be deemed to have failed at the examination notwithstanding his having obtained the minimum percentage of marks required in the aggregate for the examination. No division will be awarded at the Previous Examination, Division shall be awarded at the end of the Final Examination combined marks obtained at the Previous and the Final Examination taken together, as noted below:

First Division    60%    of the aggregate marks taken together,

Second Division    48%    of the Previous and the Final Examination.

All the rest shall be declared to have passed the examination.

4. If a candidate clears any paper(s)/Practical(s)/Dissertation/Case Study prescribed at the Previous and or Final Examination after a continuous period of three years, then for the purpose of working out his division the minimum pass marks only viz 25% (36% in the case of practical) shall be taken into account in respect of such paper(s) / Practical(s) / Dissertation / Case Study are cleared after the expert of the aforesaid period of three year, provided that in case where a candidate require more than 25% marks in order to reach the minimum aggregate as many marks out of those actually secured by him/her will be taken into account as would enable him to make the deficiency in the requisite minimum aggregate.
5. The Thesis/Dissertation/Survey Report/Field Work/Case Study shall be **hand written** and submitted in triplicate so as to reach the office of the Registrar at least 3 weeks before the commencement of the theory examinations. Only such candidates shall be permitted to offer Case Study/Thesis/Dissertation/ Survey Report/Field Work (if provided in the scheme of examination) in lieu of a paper as have secured at least 55% marks in the aggregate of all scheme and I and II Semester examination taken in the case of semester scheme, irrespective of the number of papers in which a candidate actually appeared at the examination.

N.B. (i) Non-Collegiate candidates are not eligible to offer dissertation as per Provision of 170-A.

## **M.COM. BUSINESS MANAGEMENT**

### **DISTRIBUTION OF PAPERS**

There will be 9 papers, in all. Of these 9 papers, 7 will be compulsory and further a candidate will be required to offer two papers as optional. A candidate will be required to offer four compulsory papers in the previous and the remaining three compulsory papers and any two optional papers in the final examination. Each paper will be of 100 marks and 3 hours duration. Case Study/Dissertation in lieu of a paper can be offered at the final

examination provided that a candidate secures at least 55% marks in the aggregate of the previous examination.

**M.COM. PREVIOUS**

**(Four Papers - All Compulsory)**

Paper - I	-	Modern Management
Paper - II	-	Management Thinkers
Paper - III	-	Business Environment
Paper - IV	-	Managerial Economics & Management Accountancy

**M.COM. FINAL**

**(Compulsory Papers - Three)**

Paper V	-	Marketing Management
Paper VI	-	Human Resources Management
Paper VII	-	Production Management

**(Optional Papers - Any two papers from the given under)**

Paper VIII	-	Development of Business Entrepreneurship
Paper IX	-	Consumer Behavior
Paper X	-	Tourism Management
Paper XI	-	Tourism Development
Paper XII	-	Material Management
Paper XIII	-	Financial Management
Paper XIV	-	Marketing Research
Paper XV	-	Advertising Management
Paper XVI	-	Industrial Relations and Social Security in India
Paper XVII	-	Strategic Management
Paper XVIII	-	Dissertation (Subject to approval of the topic of survey work and the candidate being adjudged suitable for undertaking such work)

## **M.COM. (PREVIOUS) BUSINESS MANAGEMENT**

### **FOUR PAPERS - ALL COMPULSORY**

#### **PAPER I - Modern Management**

##### Unit -I

Evolution of Management: Pre-scientific and Post Scientific Management. Human Relations Management, Schools of Management Thought, Management approaches-systems and contingency. The Universal concept, comparative management concept, management systems in Japan.

##### Unit-II

Creativity in management, creative process. Types of creativity, Traits for creativity. Management by exception, M.B.O. Design of organization, Theories of organization. The art and process of delegation. Status & Role system, management committees, Matrix structure.

##### Unit-III

Sources of power, Power and value system, planned change, organizational Development: Concept and process. Management strategies-Objective and Planning.

##### Unit-IV

Management communication Interpersonal communication and information system. Transactional analysis, Leadership: Theories and styles, Content and process theories of motivation.

##### Unit-V

Managerial effectiveness, Criteria of Effectiveness, Managerial Control & its basic tools, Modern trends in management, Professionalization, Management of technology.

#### **Books Recommended:**

1. H.G. Hicks and Gueller: Management in Organisations.
2. Claude S. George Jr. The History of Management Thought.
3. William G. Ouchi : Theory A- How American Business can meet the Japanese Challenge.
4. MY. Yoshino: Japanese Management System tradition & Innovation.
5. Richard Panrier Pascale & Anthony G. Athos: The Art of Japanese Management.
6. Charles J.M. Millian: The Japanese Industrial System.
7. Management Gurus: Naveen Mathur, National Publishing House, New Delhi.
8. Management: Rajpurohit, Gupta, Ajmera Book Company, Jaipur
9. Business Management: Gupta, Mathur: Ajmera Book Company

## **PAPER II - MANAGEMENT THINKERS**

### Unit- I

Spirituality and Management- Concept of Spirituality, Indian Ethos and Values, Role of Values in Management, Western Values vis a vis Indian Values, Applications of Yoga in Management- Personality Development, Meditation and Management of stress.

### Unit- II

Indian Epics and Management- Dimensions of Vedic Management, Bhagwad Gita, Ramayan, Kautilaya's Arthshastra.

### Unit- III

Indian Thinkers- Swami Vivekanand, Mahatama Gandhi, S.K. Chakraborty, C.K. Prahlad.

### Unit- IV

Western Thinkers I- F.W. Taylor, Henri Fayol, Elton Mayo, Herbert Simon.

### Unit-V

Western Thinkers II- Peter F. Drucker, William G. Ouchi, Tom Peters, Gary Hamel.

### **Books Recommended**

1. Chakraborty, S.K. and Bhattacharya, Pradip: Human Values, New Age International (P) Limited Publishers.
2. Saneev, Rinku and Khanna, Parul: Ethics and Values in Business Management, Ane Books Pvt. Ltd.
3. Khanna, S. : Vedic Management, Taxman Publications (P)Ltd.
4. Bhagwad Gita as Viewed by Swami Vivekananda: Vedanta Press & Bookshop.
5. Rajgopalachari, C. : Ramayan, Bhartiya Vidya Bhawan.
6. Management Gurus: Naveen Mathur, National Publishing House, New Delhi.

## **PAPER III - Business Environment**

### **Unit - I**

Socio-Cultural Environment: Environment of business: impact of socio-cultural values, business ethics & morality, social responsibility of business, social audit, various Environmental movements.

### **Unit - II**

Economic Environment : Economic systems, economic organizations corporate sector, public sector, Joint sector, unorganized sector, Economic Infra-structures (Transport, Communication, Water & Power)

### **Unit - III**

Economy & Government : Economic role of Government - Planning in India & its implications for Business Enterprises, Monetary Policies, Fiscal Policies, Import & Export Policy & Budgeting, Emerging Structure of Indian economy.

### **Unit - IV**

Business & Legal Environment: Main provisions of Industries (Development & Regulation) Act 1951, Consumer's Protection Act, Regulation of Stock Exchanges and the role & functions of S.E.B.I.

### **Unit - V**

M.R.T.P. Act, 1969, FEMA, Government policy for foreign collaborations and N.R.I. Investments, Industrial sickness & Government Rehabilitation policy.

### **Books Recommended:**

1. Francis: Business & Government (Himalaya)
2. M. Adhikary: Economics Environment & Public Policy.
3. अग्रवाल एवं कोठारी, सरकार समाज एवं व्यवहार, त्रिवेणी प्रकाशन, अजमेर।
4. उपाध्याय एवं शर्मा: सरकार एवं व्यवसाय।
5. जीएसएस, व्यावसायिक वातावरण, रमेश बुक डिपो, जयपुर।

## **PAPER IV - Managerial Economics & Management Accountancy**

### Unit - I

Managerial Economics - Concept, Nature and Scope, Role of Managerial Economics, Managerial Decisions and Economics, Micro & Macro Economics, Economic Growth - Stages and Theories.

### Unit - II

Demand Analysis, Demand Forecasting, Cost Analysis, Cost Output Relationship. Price Decision under different market structure Pure Competition, Monopoly, Monopolistic competition, Price Discrimination. Theories of Profit, National Income Analysis.

### Unit - III

Definition, scope and objects of Management Accountancy, Financial Planning, Working Capital, Ratio Analysis.

### Unit - IV

Fund Flow Analysis, Cash Flow Analysis, Analysis of Long Term Capital. Capital Structure, Trend Analysis.

### Unit - V

Preparation of Cash Budget, Capital Budget, Financial Budget, Long Term Budget, Performance Budgeting, Flexible Budgeting, Break Even Analysis, Analysis of Variances.

### **Books Recommended:**

1. Varshney : Managerial Economics - Sultan Chand.
2. Boulding : Economic Analysis.
3. Meade : Economic Analysis & Policy.
4. Man Mohan & Goyal : Management Accountancy.
5. S. P. Gupta : Management Accountancy.
6. Khan & Jain : Management Accountancy.
7. बी.एल.ओझा, प्रबन्धकीय अर्थशास्त्र।
8. सिंह चौधरी शर्मा, प्रबन्धकीय अर्थशास्त्र, रमेश बुक डिपो, जयपुर।
9. अग्रवाल, प्रबन्धकीय लेखांकन, रमेश बुक डिपो, जयपुर।



## **M.COM. (FINAL) BUSINESS MANAGEMENT**

### **COMPULSORY PAPERS (Three)**

#### **PAPER V – Marketing Management**

##### **Unit-I**

Introduction: Nature and scope of Marketing, importance of marketing in liberalized Economy, Marketing environment, Approaches to marketing. Marketing concept.

Product Planning: Process of Product planning and Development, Product Differentiation, Brand and Trade Marks, Packaging, Labeling, Product line Policy. Product life cycle.

##### **Unit-II**

Marketing Research: Meaning of Market Research, Nature and importance of Marketing Research, Area of Marketing Research. Techniques of Marketing Research, Planning the General Procedure, Models of consumer behavior and Motivation Research.

Planning Outlets: Various channels for Consumer and Business goods, selection of the Channels of distribution.

##### **Unit —III**

Pricing Strategy: Factors to be considered in pricing, pricing objectives and strategies, Break even analysis, Price maintenance.

Planning Market and Sales: Sales forecast period, Uses of sales forecast, Methods of sales forecast, Market segmentation. Planning sales territories establishing sales Quotas. Assigning sales territories, Routing Salesman.

##### **Unit-IV**

Sales Promotion Mix: Determining the sales promotion programme, personal selling process qualities of a salesman. Advertising (Media choice, Good copy, timing, Budgeting, Testing Efficiency). Sales Promotion (dealer aids, consumer stimulation), Public Relations (methods). Marketing Organization: Purpose of marketing, Basis of Divisionalisation, Relation of the marketing departments with other departments.

##### **Unit-V**

Control of Marketing Operations: Need for control, phase of Control, Techniques of controlling (Budgeting, Sales analysis Distribution cost accounting and analysis). Marketing audit. Marketing of Service: Banking, Insurance and Transport.

#### **Books Recommended:**

1. Still, Cundiff and Govani : Fundamental of Modern Marketing
2. Kotler, Philip: Marketing Management-Analysis, Planning and Control
3. Stanton, W.J. : Fundamentals of Marketing

4. Davar, R.S.: Modern Marketing Management
5. Johnson, L.K.: Sales and Marketing Management
6. Neelameghan, S. (Ed.) : Marketing Management and the Indian Economy
7. Srivastava, P. Kumar : Marketing in India
8. Phelps, D.M. and Westing, J.H. : Marketing Management
9. Ghanchi, J.C. : Marketing : A Management Approach Stand, T.A. and Taylor, D.A: A Management Approach of Marketing
10. Gupta, Mathur: Marketing Management: Ajmera Book Company
11. विपणन के सिद्धान्त, राजपुरोहित, अजमेरा बुक कम्पनी, जयपुर।

## **Paper VI - Human Resources Management**

### **Unit - I**

Introduction: Organization and Functions of Personnel Management, Role of Personnel Department in the organizational Set-up, Personnel Policies and procedures. Procuring Human Resources: Manpower Planning job Analysis, Recruitment and Selection, Use of interviews and Psychological tests.

### **Unit - II**

Human Resource Development: Induction and Training Performance Appraisal, Merit Rating, Techniques of Management. Compensation: Bases of Compensation, Method of Job Evolution, Incentive Wages, Fringe Benefits.

### **Unit - III**

Integration: Motivation and Morale, Employee Leadership, Human and Organizational Conflicts, Grievance Procedure, Handling discipline.

### **Unit - IV**

Industrial Psychology: Human Relations approach, Inter-Personnel Relation, Group Dynamics, Psychological Determinates of Industrial Efficiency.

### **Unit - V**

Separation: Separation Processes-Lay off, Retrenchment, dismissal and discharge. Personnel Management in Indian Perspective.

### **Books Recommended:**

1. Personel Management – CB Mamoria.
2. Lakaria: Personnel Administration and Labor Relations in India.
3. Manappa & Saiyyadri - Personnel Management TMH.
4. एच. नार्थ कोट, कार्मिक प्रबन्ध, राजस्थान हिन्दी ग्रन्थ अकादमी, जयपुर।
5. अग्निहोत्री, भारत में औद्योगिक सम्बन्ध।
6. अग्रवाल व परिवाल, संवर्गीय प्रबन्ध, नवयुग साहित्य सदन, आगरा।

## **Paper VII - Production Management**

### **Unit- I**

Fundamentals of production management, Nature, Scope, Functions, Problems, Production and Productivity organizing for production Types of manufacturing systems. Production Planning, Objectives, Factors affecting Production Planning. Planning future activities, forecasting. Qualitative & Quantitative forecasting Methods, long-range forecast, planning method (P.E.R.T. and C.P.M.) Process Planning System. Techniques of process planning: Assembly charts, Process charts make or buy analysis.

### **Unit-II**

Process design, Factors affecting design Relation with types of manufacturing plant location and layout: Factors affecting location. Types of plans layout, evaluation of alternative layout Management of industrial power. Work measurement and work standards. Uses of work measurement date, procedure for work measurement. Direct work measurement. Time study, activity sampling, Indirect work measurement: Synthetic timing, Predetermined motion time system, analytical estimating.

### **Unit-III**

Methods analysis: Areas of application, Approaches to methods design, Tools of methods analysis, work simplification programme. Product design and Engineering Designing the product, product research, Product development, product improvement engineering product line simplification. Diversification and standardization, Patent legislation in India.

### **Unit- IV**

Production Control- Control functions: Routing Loading, Scheduling, Dispatching, Follow up. Quality control & inspection: Place of quality control in modern enterprises, organization of quality control. Statistical quality control inspection location for inspection, inspection procedure and records. Inspection devices.

### **Unit-V**

Financial control of production budgeting. Break-Even Analysis Standards costs and Analysis of Variance. Automation — Pre-requisites, Role in production, Bottlenecks, Role of Operations Research in Production.

#### **Books Recommended:**

1. Buffa, E.S.: Modern Production Management. .
2. Mayors, P.R.: Production Management.
3. Bromm, H.N.: Production Management.
4. Betty. J.: Principles of Industrial Management.
5. Lundy J.L.: Effective Industrial Management.
6. Basu, S.K.: Seah, K.C. and Datt. N.K.: Works Organisation and Management

**OPTIONAL PAPERS (Any two papers from the given under)**

**Paper VIII - Development of Business Entrepreneurship**

**Unit - I**

Course Content: Economic development and entrepreneurship; concept; social context; psychological factors in entrepreneurship; characteristics, qualities & pre-requisites of entrepreneurs; environmental factors affecting entrepreneurship.

**Unit - II**

Institutional finance and entrepreneurship; mobility of entrepreneurs; different aspect of entrepreneurial organization and performance of entrepreneurial skills, effectiveness of entrepreneurs; new enterprises; economic and sociological view-point.

**Unit - III**

Self-employment need and mode; methods and procedures to start and expand one's own business; relation between large and small enterprises-developing ancillary units for quality production and cost-effectiveness.

**Unit - IV**

Preparation of new project-demand, analysis and market potentials, capital saving and project costing, working-capital requirement; calculation of break-even point; profit making in perspective.

**Unit - V**

Main coverage of project proposal-technical, commercial and economic, financial and managerial feasibility proforma on cost of production and profitability; entrepreneurs before independence and entrepreneurial growth after independence under planning system, role of Marwari community in industrial entrepreneurship.

**Suggested Readings:**

1. Sharma R.A.: Entrepreneurial Change in Indian Industry, Sterling Publishers (P) Ltd.
2. Pareek, Udai & Venkatesh ware Rao, T.: Developing Entrepreneurship - A Handbook on Learning Systems, 1978.
3. Agarwal, Vinod K.: Initiative, Enterprises and Economic Choices in India: A Study of the Patterns of Entrepreneurship, Musnshiram Manoharlal Publishers (P) Ltd., New Delhi
4. Ramakrishanan, P.: New Entrepreneurship in small scale Industry in Delhi, Economic and Scientific Research Foundation, New Delhi.
5. Sharma, Krishana Lal: Entrepreneurial Performance in Role Performance, Abhinave Publishers, New Delhi, 1975.
6. Government of India, Companies News and Notes, Monthly Publication.
7. Taknet,(Dr.)D.K.: Industrial Entrepreneurship of Shekhawati Marwari's in India-Jaipur.
8. जी.एस.साध, व्यवसाहिक उद्यमिता का विकास, रमेश बुक डिपो, जयपुर।

## **Paper IX - Consumer Behavior**

### Unit - I

Concept, Nature and Scope, Application and Psychological Reasoning.

### Unit - II

Buying Behavior - organization, Changes in behavior pattern of Consumer. Individual Influences on buying behavior, Perception.

### Unit - III

Motivation - Consumers involvement, Attitude-Development and Change. Learning - memory and personality development.

### Unit - IV

Group Influence and Group Dynamics. Family Influence and influence of Society, cultural influence.

### Unit - V

Information and Media affecting behavior, purchase process. Consumer Awareness and change in behavior. Recent developments in Consumer behavior.

### **Books Recommended:**

1. Schiffman; Kanukl; - Consumer Behaviour. Eight Edition, Prentice Hall of India, New Delhi.
2. Hawkins, Eval – Consumer Behaviour - Building Marketing Strategy, Tata McGraw Hill, Delhi.
3. Agarwal P.K., Consumer Behaviour, Eleventh Edition, Pragati Prakashan, Merrut.

## **Paper X - Tourism Management**

### **Unit - I**

Tourism and Social cultural correlations, objectives of Tourism Role of Tourism in Socio-Economic Development. Tourism and Transport Linkage Tourism Marketing - Objectives and Strategies.

### **Unit - II**

Role of Advertising and Public Relations in Tourism. Role of Travel Agents and Tourist Guide. Tourism and International Organizations World Travel and Tourism Council - Objective and Functions. Tourism Policy and Programs in India. Tourism Perspective in eighth Five Year Plan and onwards.

### **Unit - III**

Role of Indian Tourism Development Corporation. Problems and Prospects of Tourism Industry in India. Hotel Management - Need and Importance. Hotel Management Institutes in India. Hotel Planning and Development.

### **Unit - IV**

Importance of Tourism in Rajasthan. Important Tourist Places in Rajasthan. Tourists Facilities, Role organization and Progress of RTDC. Heritage Hotels in Rajasthan - Importance, present position and prospects.

### **Unit - V**

Role of state in promoting Tourism in Rajasthan. Shortcoming of Tourism and Hotel Management in Rajasthan. Prospects of Tourism in Rajasthan.

### **Books Recommended:**

1. Kunan Chattopadhyaya: Economic Impact of Tourism Development: An Indian Experience (New Delhi: Kanishka Publishers)
2. Ratandeep Singh Tourism Today-Structure, Marketing and Profile (Set in three volumes) (New Delhi - Kanishka Publishers)
3. Mario O Souza: Tourism Development & Management (Jaipur: Mangaldeep Publishers, 1998)
4. Routes and Pennor: Hotel Planning and Design, 1985.
5. Singh and Deman: Hotel, Management, 1997

## **Paper XI - Tourism Development**

### **Unit - I**

Concepts, Definitions and Historical development of Tourism. Types of Tourist, Tourist Traveler, excursionist. Forms of Tourism: Inbound, out bound, domestic, International - Tourism System nature characteristics and Components of Tourism Industry, Tourism Industry and Organization.

### **Unit - II**

The Tourism impact in urban and rural Economy. Global Tourism Scenario, Indian Tourism Scenario. Growth of travel through ages, growth and development of modern tourism. Motivation for travel. The measurement of Tourism. Tourism planning and development.

### **Unit - III**

Tourism Marketing and Promotion. Accommodation - define the Hotel, types of Hotel, Supplementary accommodation, Classification, Regulation and Gradation, Volume and geographical distribution, Changing Profile of the accommodation sector.

### **Unit - IV**

The Role of Travel agency in tourism development. The role of Indian Tourism Development Corporation in development of tourism (ITDC). Objects, Functions, Performance of ITDC. Tourism and Hotel Policy of Government of India. Tourism and Hotel Policy of Government of Rajasthan.

### **Unit - V**

Tourism planning at International, National, Regional, State and Local level, Important features of five year tourism plans in India, elements, agents, processes and Typologies of tourism development.

### **Books Recommended:**

1. Tourism Development - Principles and Practices-A.K. Bhatia, Published by - Sterling Publishers Pvt. Ltd. - 10, Green park Extension, New Delhi.
2. ITDC Annual report New Delhi.
3. Annual Progress Report, Tourism Department, Govt. of Rajasthan.
4. Tourism and Hotel Industry in India-Annual, M.M. (New Delhi, Prentice Hall of India)



## **Paper XII - Material Management**

### **Unit-I**

Conceptual role and Importance of Materials Management, Scope and functions, Material cycle, Organisation of materials management, Goals and objectives of materials organisation, materials planning.

### **Unit-II**

Purchase function : Make or buy decision, purchase procedure, factors affecting purchase organization centralised versus decentralized purchasing, purchases practices, Legal aspects of purchasing, price payment Quality Delivery terms.

### **Unit-III**

Value analysis: Meaning, objects, application and problems. Inventory Management: Inventory classification Inventory control level, safety stock level, Peak and slack level, ABC Analysis of Inventory.

### **Unit-IV**

Stores Management: Functions, Principles of strings, stores classification, coding and identification, receiving procedure, storing Issuing materials, stores record, physical verification of materials. Warehousing: Functions of warehousing manager, location and layout of warehouses, warehousing problems.

### **Unit —V**

Materials handling: Objective, Principles, Types and classification of materials handling equipment, selection of materials handling equipment, Relationship with flow of materials and plant layout. Obsolescence Surplus and Scrap Management: Reasons for generation, Identification and control, Disposal.

### **Books Recommended:**

1. Lee and Delber (ed.) Purchasing and Materials Management.
2. Alijan: Purchasing Handbook.
3. England and Leenders: Purchasing and Material Management.
4. Dean S. Ammer: Material Management.
5. Lamer and Donald: Purchasing and Materials Management.
6. R. Gopalkrishan and Sundersan: Integrated Material Management.
7. H.H. West idng, V. Fineen and G.J. Zone: Purchasing Management.
8. S.K. Dutta: Material Management.

## Paper XIII - Financial Management

### Unit—I

Perspective of Finance: Finance function, Meaning, scope and objectives of Financial Management. Capital Budgeting: Concept, nature and process, Methods and techniques of appraising investment, Proposals, Capital rationing.

### Unit—II

Cost of Capital: Need and Importance of measuring cost of capital, measurement of cost of various components of capital, weighed average cost of capital.

### Unit-III

Financing decisions: Key Decisions in capital structure, type of issues, selection of security mix, income and control, operating and financial leverages. Sources of long terms finance - external and internal.

### Unit-IV

Financial Institutions. IDBI, ICICI, IRBI, EXIM Bank, RFC, Bonus Shares. Right Shares.

### Unit-V

Working capital management determinants of working capital, management of inventories, receivables and cash, Profit: Planning and control, Break-Even analysis.

### **Books Recommended:**

1. Howard and Upton: Introduction to business Finance.
2. Johnson, R.W.: Financial Management.
3. Van Hoanoi : Financial Management & Policy.
4. 'Wertone & Bringham Managerial Finance.
5. Hampton Financial Decision Marketing.
6. Khan and Jain : Financial Management.
7. Pandey, I.M. : Financial Management.
8. Kuchhal , S.C. : Financial Management.

## **Paper XIV - Marketing Research**

### **Unit-I**

Definition and Nature. Purpose and Importance of Marketing Research, Limitations of Marketing Research and Information System Organization of marketing Research.

### **Unit-II**

Applications of Marketing Research, Basic Methods (Survey, Observation, Experiment). Specialized Techniques of Marketing Research (Panel, Brand, Barometer).

### **Unit-III**

Motivational Research, Advertising Research. New Product Research. Planning the General procedure. Internal business records and their uses. External Research. Sampling Theory- Selecting a sample.

### **Unit-IV**

Questionnaire designing, collection of data-tabulation of data.

### **Unit-V**

Analysis of data, Interpretation and Report writing. Application and Follow-up.

### **Books Recommended:**

1. Brown L.O: Marketing and Distribution Research.
2. Grisp, R.D. Marketing Research.
3. Delens, A.H.R.: Principles of Market Research.
4. Boyd, Westfall & Starch: Market Research.
5. Kulkarni, Pradhan, Patil : Modern Marketing Research.

## **Paper XV - Advertising Management**

### **Unit—I**

Meaning and Role of Advertising, Advertising as a management Function, Marketing Process and Advertising, Types of Advertising, Role of Advertising in adopting of new product.

### **Unit—II**

Types of advertising decisions. Organization of Advertising department, functions and importance of advertising department.

### **Unit-III**

Advertising Media- types of media, planning media mix for campaign, media scene in India, advertising strategy, advertising copy, copy formulation, Advertising Budget, Planning and Execution of advertising campaign.

### **Unit-IV**

Measuring Advertising Effectiveness, Need and Scope of Advertising Research, Advertising Research process, Survey tools, sources of data, media research, copy research, motivational research.

### **Unit-V**

Advertising ethics, Laws affecting advertising in India, Industrial Advertising, Advertising agencies role and functions, Television Advertising in India.

### **Books Recommended:**

1. S.A. Chunawalla and K.C. Sethia: Foundations of Advertising Theory and Practice (Himalaya Publishing House, Bombay)
2. B.M. Ahuja: Advertising ( Subject Publications, New Delhi)
3. R.S. Rathore : Advertising Management (Himalaya Publishing House, Bombay)
4. M.N. Mishra : Sales Promotion and Advertising Management ( Himalaya Publishing House, Bombay)
5. Aaker, Batra and Mayers Advertising Management (Prentice-hall of India Pvt. Ltd., New Delhi, India Ed.)
6. Dirksoh, Krooger and Nicosia: Advertising- Principal, Problems and Cases (D.B. Taraporevala Sons & Co. Pvt. Ltd Bombay)

## **Paper XVI - Industrial Relations and Social Security in India**

### **Unit - I**

Trade Unions and Employers Organizations, Role and Functions of Trade Unions, Essentials of a Successful Trade Union, Problems of Indian Trade Unions and suggestions, Recent Trends in Trade Union Movements in India, Employers Organization and their role.

### **Unit - II**

Industrial Relations: Causes of Industrial Disputes, Types and Consequences of Disputes; Machinery for Prevention and Settlement of Disputes.

### **Unit - III**

Collective Bargaining and Worker's Participation: Types and Process of Collective Bargaining. A Philosophy of Labor Management Relations, Present Positions. The Contract Labour (Regulation And Abolition) Act, 1970. Equal Remuneration Act, 1976.

### **Unit - IV**

Social Security Administrations: Social Insurance Workman's compensation Act, Employees Provident Fund Act.

Main provisions of Child Labour- Prohibition and Regulation Act, 1986 and The Maternity Benefit Act, 1961.

### **Unit - V**

Elementary Knowledge of Labour Audit. Labour Administration in India-Central and State. ILO and Labor Legislation - History: Fundamental Policy and its effect on India.

### **Books Recommended:**

1. Pigors and Myres: Reading in Personnel Administration (McGraw Hill).
2. मगलीवाल टी.एन.-श्रम अर्थशास्त्र एवं सामाजिक सुरक्षा।
3. C.B. Mamoria: Labor Problems and Social Welfare in India (Hindi & English).
4. Row, V.G.: Law Relating to Industrial Disputes, (Madras Book Agency)

Periodical: Personnel: American Management Association, New York.

## **Paper XVII - Strategic Management**

### **Unit-I**

Introduction : Meaning of Strategic Management, Role of Strategic Management, Process of SM, Limitations of SM, organizational Mission, Vision and objectives, Strategy & Structure, 7s Framework.

### **UNIT- II**

Environmental Scanning: Appraisal of External Environment, Dynamics of internal Environment, organizational capabilities and Appraisal, Core competence.

### **UNIT-III**

Strategy formulation: corporate level strategy, business level strategy, Functional Level Strategy.

### **UNIT – IV**

Strategy Implementation: Aspects of strategy Implementation, procedural implementation, Resource Allocation, organizational Design and Change, Corporate culture.

### **UNIT – V**

Strategic evaluation and control: meaning of strategic Evaluation and Control, Criteria and Techniques of strategic evaluation and Control.

### **Books Recommended:**

1. Azhar Kazmi : Business Policy and Strategic Management
2. P. Rao : Strategic Management
3. L.M. Prasad : Strategic Management
4. Ravi Kumar : Strategic Management

## **Paper XVIII - Dissertation**

Subject to approval of the topic of survey work and the candidate being adjudged suitable for undertaking such work

Non-Collegiate candidates are not eligible to offer dissertation as per Provision of 170-A.